



The Bullet'n



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"Supporting the Warfighter"

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Moving Mountains

"Team was a huge success"

By Angela Hamerlinck
Joint Munitions
Command Public Affairs

How many Army civilians does it take to move a mountain? Ten.

This mountain isn't comprised of rock or soil, but millions of bullets, bombs, and grenades.

"During the beginning of Desert Storm and Operation Iraqi Freedom, excess ammunition was thrown together in large heaps; it wasn't packaged properly and safety regulations weren't being followed," explained Doug Maddox, Joint Munitions Command quality assurance specialist (ammunition surveillance). These heaps of accumulated ammunition formed what ammunition managers refer to as iron mountains.

Instead of assessing the condition and correctly repackaging the ammunition in theater, the ammunition was haphazardly packaged and immediately sent to Army ammunition depots for inspection, packaging and reissue.

The iron mountains were not the only problems faced by ammunition managers. Ammunition accountability systems tracked how many rounds were shipped to theater and how many rounds were fired, but oftentimes the



U.S. Army photo submitted by Doug Maddox

Members of the Joint Munitions Command ammunition assessment team take a break to pose for a team picture while in Southwest Asia. The assessment took place during 100-day deployment.

calculated amount of the number of rounds that were left in theater did not match with the actual amount. Besides having an inaccurate count of remaining rounds, the location and condition of those remaining rounds were frequently unknown.

Realizing the importance of a proactive solution, Gen. Benjamin S. Griffin, commander, Army Materiel Command; Maj. Gen. Robert M. Radin, commander, Army Sustainment Command; and Brig. Gen. James E. Rogers, commander, Joint Munitions Command, created the 10-member ammunition assessment team that deployed to Iraq in August 2007.

"We went over to ensure all ammunition all the way down to the forward operating bases was stored

safely and accounted for, and to address any issues from Soldiers, sailors, airmen, or Marines. The team was a huge success and the Army has a very accurate picture of ammunition in Iraq. Troops are doing a great job in all aspects of ammunition management," said Rogers.

During the 100-day deployment, the team visited 26 forward operating bases and more than 150 battalion-size units, and assessed close to 100 percent of ammunition in the hands of the troops and 50 percent of all ammunition in theater, which equates to 96,000 tons of ammunition, according to Maddox, assessment team leader.

Team members, who came from several different organizations, included: John Barton, Jim Gahagan, Jim Gray, Doug Maddox, Dave Tipp, and Bob Wild from JMC; Ed Averill, Letterkenny Munitions Center; Bill Sykes, McAlester Army Ammunition Plant; Mike Griffith, Deseret Chemical Demilitarization Facility; and Jim

From the Commanding General

I'm very proud to be on your team!

While 2008 brings fresh promises and opportunities, it also affords us a chance to review the past year and look forward to an even brighter future.

A new year is full of resolution making -- and breaking. But let there be one resolution we all make together as a team, and vow not to break. Let us resolve to continue to provide our warfighters with the best possible munitions, lethal and non-lethal systems. That is getting at the heart of the real "power" within our life cycle management command -- smart, technically proficient professionals across science and technology, acquisition and logistics doing the right "things" to support Soldiers and all service members.

That's our job, and we don't just do it well, we do it the best! I don't just think this, I know it. How do I know we're the best, you might ask? First, I know this because of the numerous visitors that I've come across who spend a day or two with us, and walk away with a great appreciation of what the Joint Munitions and Lethality Life Cycle Management Command does for the warfighter and they openly share their feedback.

*Welcome to the
New Year.*

Second, I know because there were a number of judges from the Malcolm Baldrige National Quality Award who said we were worthy of such recognition by the President of the United States -- they have recognized ARDEC as a world-class performer for its performance management and quality achievement, and I know ARDEC Director Joe Lannon would be the first to say that this award extends to all organizations within our LCMC because we're all important customers of ARDEC.

Lastly, I know because I've spent the last eight months visiting with many of you and seeing first-hand the great work that you do for the Department of Defense -- second to none!

Under our life cycle management command, organizations involved in a single product align to work closely together to manage a product for the duration of its life cycle --from cradle to grave. In some way we are all involved in the Army's munitions and lethal and non-lethal systems development, procurement, sustainment and eventually disposal.



Brig. Gen. William N. Phillips

The feedback our LCMC leaders have received from visitors, Malcolm Baldrige judges and other organizations is a clear indication that we are doing our jobs the right way. That's clearly good news.

The even better news is that with the recognition we've received in 2007, we've obviously set the bar high. For 2008 we must continue to achieve the highest standards of performance excellence in all that we do.

I have absolute faith and confidence in each of you that we'll do just that together, and that our LCMC will continue to provide our warriors the absolute best support. No doubt we'll accomplish our resolution.

I'm very proud to be on your Team!

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Army News

President Offers Message of Hope to Troops in Kuwait

By Staff Sgt. Jacob A. McDonald
Army News Service

CAMP ARIFJAN, Kuwait--President George W. Bush made a stop in Kuwait Jan. 12 during his Middle East tour to meet with key U.S. leaders and speak to deployed service members.

Bush met with U.S. ambassador to Iraq, Ryan Crocker, and Gen. David Petraeus, commander of Multi-National Forces Iraq, to discuss the situation in Iraq, as well as the progress made and the challenges ahead.

"We discussed the fact that whatever happens in Iraq impacts everything else in the entire region," Bush said. He then discussed the changes and improvements that came from the troop surge and the strategy change in Iraq over the last year.

"Iraq is now a different place from one year ago," Bush said. "Much hard work remains, but levels of violence are significantly reduced. Hope is returning to Baghdad and hope is returning to towns and villages throughout the country."

Bush also spoke about how the Iraqis are taking control of their own government and coming together despite religious differences to build a common future and diminish violence.

In his statement, Bush spoke about U.S. forces returning home due to the changes in Iraq. He said that any additional troop reduction will be based on Gen. Petraeus' recommendations, based on the conditions on the ground in Iraq.

"I have believed all along that if people are given a chance to live in a free society they will do the hard work necessary to live in a free society," he said.

He also spoke about the importance of the concerned citizen groups who are stepping up to help provide local security in addition to the Iraqi surge of 100,000 local police and Iraqi troops.

"We must do all we can to ensure 2008 brings even greater progress for Iraq's young democracy. Long-term success in Iraq is vital to our friends here in the region and to America's national security," Bush said. "In a place where Saddam Hussein once menaced the world, the new U.S., Iraqi relationship will strengthen a democracy that serves its people, fights terrorists and serves as a beacon of freedom for millions across the Middle East."

Bush then moved on to speak with several thousand service members gathered at the Zone 6 stage on Camp Arifjan. He encouraged the service members to continue their work in support of both Operations Iraqi Freedom and Enduring Freedom. During his speech he thanked Lt. Gen.



U.S. Marine Corps. photo by Sgt. Sara A. Carter

President George W. Bush waves at troops as he walks to the stage to speak to Soldiers, Sailors, Airmen and Marines during his visit to Camp Arifjan, Kuwait, Jan. 12.

James J. Lovelace, commander, Third Army/U.S. Army Central, and the Soldiers, sailors, airmen, Marines and civilians serving for their hard work in completing the support and logistical mission in Kuwait.

"In the long term, the best way to defeat the ideology of hate is one with an ideology of hope and that is one with liberty at its fundamental core," Bush said. The assembled troops responded with a loud, "hoorah."

"It's hard work but it is necessary work," he continued. "I thank you for what you are doing. There is no doubt in my mind that when the history is written, the final page will say, 'Victory was achieved by the United States of America for the good of the world.'"

Following the speech to the troops, Gen. Petraeus and Ambassador Crocker spoke to media about the meeting they had with the president. They highlighted the importance of political reconciliation in Iraq.

"Reconciliation is more than national legislation," Crocker said. "It's also what we are seeing in provinces around the country. There is more cross-sectarian political activity. As security improves and some of the tensions reduce we are seeing more political activity and more steps toward reconciliation. There is still a long way to go. We are seeing some encouraging steps now at both the national and local levels."

Petraeus said troop withdrawals would depend on whether things get better, stay the same or decline as U.S. troops pull out and Iraqi Security Forces take over. He said that Iraqi citizens and security forces are preparing to take on the security of their own country, and that recommendations for continued withdrawal will be based on the situation in the country.

Testing begins for D120 Mortar Fire Control System

By Darryl Howlett
Joint Munitions and Lethality
Command Public Affairs

PICATINNY ARSENAL, N.J.--A team of engineers here are setting out to add another weapon systems upgrade for the warfighter.

Employees from Picatinny's Armament Research and Development Engineering Center, along with contractors Honeywell and BAE Systems, are testing the D120 Mortar Fire Control System.

According to Ron Tatusch, ARDEC project officer, the D120 is a system developed for mortar fire control applicable to the towed dismountable 120 mm mortar unit and its fire direction center.

"The system is a fire-control system for the D120 ground-mounted 120 mm mortars," said Amit Makhijani, who serves as the system's lead.

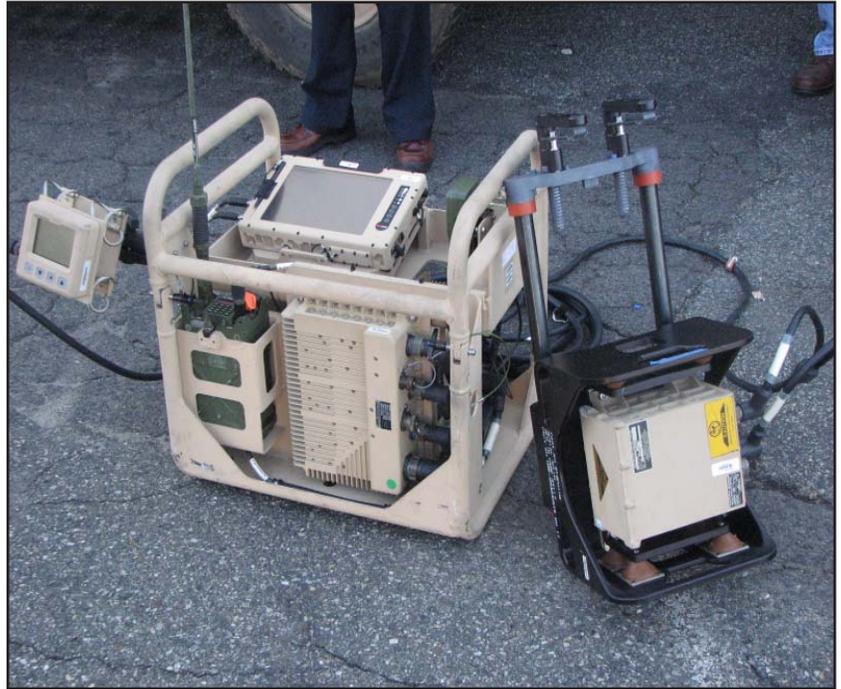
"This was a joint effort with Honeywell to develop a control system for the dismounted weapon."

The D120 will be transported by an M998 Humvee. The gun associated with the weapon control system will be transported via a Humvee with an M1101 trailer.



U.S. Army photo by Darryl Howlett

The D120 will be transported by an M998 Humvee with an M1101 trailer like this one.



U.S. Army photo by Darryl Howlett

The D120 Mortar Fire Control System is being tested for the military at Yuma Proving Ground, Yuma, Ariz.

Engineers said the D120 will have an immediate effect out on the battlefield if tests are successful.

What makes the system successful is the "easy placement and displacement for the light mortars," said Gina Hawranick, test lead for the D120 system. "It makes it easier for weapons pointing and increased accuracy."

Tatusch said that ARDEC has completed systems development of both hardware and software associated with the system and that formal qualification tests have been completed, on site at ARDEC.

Makhijani and Hawranick said that Production Qualification Testing will begin in Yuma, Ariz., in February. Operational testing is expected in October with a planned full material release in January 2009.

"While in Yuma, system engineers will be testing the (D120) system's reliability and performance of the hardware and software," said Hawranick.

Hawranick said project and system engineers will travel to Yuma in one-to-two week rotations during testing.

Equipment allows mobility, convenience

By Jaime Thompson
Defense Ammunition Center Public Affairs
Kathy Anderson
Tooele Army Depot

There are many advantages in the ability to perform ammunition inspections away from an inspection workshop.

You may wish to inspect large items such as Mine Clearing Line Charges or bombs at the storage location; you may not want to transport high security items to the workshop; or you may be in a remote location without a permanent inspection facility.

The space available at the inspection workshop may not be adequate for the workload; or you may be limited by allowable net explosive weight. Many inspections can be performed on magazine aprons or between magazines; however, when specialized tools and equipment are required, an Ammunition Peculiar Equipment Mobile Ammunition Inspection Shelter may be the ideal solution.

The shelter is an inspection facility inside a modified cargo container and includes most of the amenities of a standard inspection workshop.

Defense Ammunition Center developed the shelter to provide mobile surveillance capabilities for conventional ammunition.

The prototype was initially built, fielded and evaluated at McAlester Army Ammunition Plant, McAlester, Okla. Three units were constructed and fielded. Two were railcar mounted and are being used at McAlester and Crane Army Ammunition Activity in Crane, Ind. The other is tractor-trailer mounted and is being used at Tooele Army Depot. All units include a climate-controlled shelter equipped with lighting, electrical outlets, shelving and cabinets.

The shelter has a liquid-propane powered generator, which includes a rack designed to hold and secure four 100-pound LP tanks.

OSHA-approved safety guards and handrails are installed for barriers. The inside of the shelter is rated for National Fire Protection Association Class I, Groups C and D; and Class II, groups E, F, and G hazard locations. Emergency lighting is available on the outside at each end, as well as inside to facilitate egress



U.S. Army photo submitted by Kathy Anderson

The APE 1965 is equipped with a generator, while the rear deck (as shown) is covered to protect the ammunition being inspected.

in the event of power failure.

The shelter is designed and tested to the specifications of an ISO thermal container despite its nonstandard size and materials.

The Tooele shelter contains a pitch-in barricade, a wax dip tank and a small arms inspection table complete with pull test equipment. Inspection capabilities can be expanded by adding an air pressure test kit, sealing iron and vacuum hose for sealing barrier bags. DAC can customize the units to include standard and tailored APE based on customer requirements, operational use and explosive requirements.

If time, space, explosive limits, personnel or transport vehicles are in short supply, or if an inspection workshop does not exist in your location, an APE 1965 Mobile Ammunition Inspection Shelter may be your answer.

The Bullet'n invites you to participate in our first publication survey, now available. Please provide us with your feedback on making this publication better. The survey is located at www.jmc.army.mil.



Lean Six Sigma Corner



JMC headquarters' Master Black Belt candidates instruct first class

By Darryl Howlett
Joint Munitions Command
Public Affairs

ROCK ISLAND ARSENAL, Ill.--
The student is now becoming the master.

Several Joint Munitions Command candidates for Lean Six Sigma Master Black Belts can make that claim as they teach their first Green Belt and Black Belt classes.

After passing the Master Black Belt classes and receiving their certificates, the candidates must teach a Green Belt or Black Belt class as the final step in becoming a certified Master Black Belt. That process started in December.

"(Teaching) is pretty intense," said John Campbell, who is currently teaching a Black Belt class. "There's an extraordinary amount of preparation. You want to get familiar with the teaching material before you leave (for class), but you still spend two to five hours studying the modules before the next day's class."

Rick Rodriguez, who's teaching a Green Belt class here, said he understands Campbell's work ethic.

"I was nervous at first, but it went very well," he said. "The biggest thing was the preparation for each class. The notes, the slides, the anticipation of class, and the questions from the students."

Campbell is teaching his classes at Fort Belvoir, Va., and had a good mixture of students from all walks of Army life.

"I have about 18 students from the same geographical area," he said. "They come from different organiza-



Mary Rus, a Master Black Belt candidate at JMC, teaches students during a recent Green Belt class.

tions like (Installation Management Command), Army G1, (Army Materiel Command). We have GS-15s and military in the class. That's pretty neat (having military in the class). They add a nice perspective to the class.

They don't think about 'I wonder what the Soldiers are thinking.' They are the Soldiers.

"The students in the class are working on a wide variety of projects from Soldier awareness issues, contractors on the battlefield, security. You get to be exposed to different elements of the Army."

In teaching the classes, Rodriguez and Campbell feel they're making a difference.

"Overall, it was a great experience," Rodriguez said of his two-week class. "It gave me an opportunity to be

exposed to questions from students and an opportunity of giving them my experience working on Green Belt and Black Belt projects. You felt more comfortable teaching as each day went on. The other great thing about teaching your first class is you get the feedback from the students and the George Group. It's nice to get the daily feedback."

Rodriguez will teach his first Black Belt class in June. The George Group is the contractor that has taught the Green Belt, Black Belt and Master Black Belt classes within JMC.

"A slot became available to teach a Black Belt class and AMC wanted one of the candidates to get the opportunity to teach," Campbell said. "Since it was an opportunity, I jumped

"MBB" continued on page 10



Lean Six Sigma Corner



Usefulness + applicability = goal

By Brian Cunningham
Joint Munitions Command
Munitions and Logistics Readiness
Center

ROCK ISLAND, Ill.--Increasing the usefulness and applicability of an item assignment tool was the goal of a recent Lean Six Sigma Green Belt project. And it will save the Joint Munitions Command \$15,000 per year.

The assignment tool, used by 30 project managers, had an excessive defect rate. This project sought to increase the value to related processes and introduce automated update utilities to minimize user-induced errors.

The team assembled to carry out

the project consisted of eight members, all of JMC.

The project team used a variety of analytical tools, including high and low process maps, basic statistics, cause and effect analysis, Pugh matrix, failure modes and effects analysis, and solution piloting.

The identification of external data sources provided

an enormous increase in data records, available for incorporation into the improved process.

Complemented by automated update capabil-

ity, future changes will be affected with minimal manual effort and high

data accuracy.

"The benefits to JMC are primarily seen in increased process efficiencies for a variety of processes.

Maloney adds, "Most notably, those processes involve critical characteristic action plans, review and disposition of sample ammunition data cards, quality deficiency report investigation and resolution, and procurement package input requests."

"This project definitely benefits the JMC through procurement quality contract management. The project improved workload oversight of the product quality management, which in turn will help assure proper staffing levels," said Trisha Bull, MLRC.

The project resulted in the avoidance of an annually recurring \$15,000 cost and a higher level of customer satisfaction through increased throughput and decreased cycle time.

“*A high rate of first pass identification for sample ammunition data cards can also have a secondary effect of increasing readiness and warfighter safety.*”

--Mike Maloney
Quality Assurance Specialist

Template to identify, measure costs

By Margaret Johnsen
Joint Munitions Command
Munitions and Logistics Readiness Center

A new template for a reliable cost estimate structure for standard depot operations fixed costs is a reality thanks to a recent Joint Munitions Command Lean Six Sigma Green Belt project.

The template developed by this project will be used to identify and measure fixed costs in the Integrated Logistics Strategy regionalization analysis. Regionalization will balance installation fixed costs and transportation costs to show the optimum location for storing ammunition.

This template will be also be used to improve visibility of the actual SDO fixed costs, in addition to decreasing the risk of non-SDO costs being used in the ILS network strategy.

The scope of the project included those fixed costs associated with the receipt and issue of one ton of ammunition. The template used was developed by the team during an on-site meeting at JMC. The team developed the

methodology from the "common levels of service" categories, using a process flow map.

The team consisted of 18 members from throughout the command.

After the team met for the on-site meeting, each depot conducted a pilot demonstration with 100 percent compliance. "The fixed cost project was a continuous improvement project identified by the Munitions Logistics Readiness Center's ILS. The completion of this project gives us the tools to finalize the number of conventional ammunition management regions based on ILS principles and execute the optimum regionalization solution within the network strategy," said Lucinda Lenger, chief, Centralized Ammunition Management, MRLC.

"The project enhanced the understanding of categories of cost between fixed and variable, and the behavior of cost over varying labor bases. This will help provide a foundation for review of cost/labor base/ labor rate relationships," said Jeff Gillette, chief, resource management office, Tooele Army Depot.

Migration

It's not just for the birds



By Margaret Browne
Joint Munitions Command
Public Affairs

ROCK ISLAND ARSENAL, Ill.--When you think of migration, what comes to mind? Birds flying south for the winter? Computers changing from one network to another?

As strange as it may sound, at Joint Munitions Command, as well as all of the Rock Island Arsenal, it is the latter.

Migration is the name given to the overall process of transformation of an Army computer network to another; to go from enclave, or individual, installation-centric network, to the larger Army "enterprise" or LandWarNet.

LandWarNet is the Army's contribution to the Department of Defense's Global Information Grid. Other components are the Navy's FORCENet and the Air Force's C2 Constellation.

Here at the first continental U.S. installation to undergo this transformation, the effort is spearheaded by the Network Enterprise Technology Command, a direct reporting unit of the Army Chief Information Office (CIO/G6). It is executed through the Directorate of Information Management, U.S. Army Garrison, Rock Island and for the JMC, the JMC Information Management Directorate.

"The way it is set up now, with each installation having its own local network, communication is difficult," said Tony Crossen, chief, Integration & Business Solutions, Information Management Directorate.

"The Army area processing centers and Army intranet will provide seamless integration of information on demand to any user, anytime, anywhere and in a secure environment."

The APCs will reduce the number of Army points from more than 250 to about six across the CONUS. About 150 of these entry points belong to the Installation Management Command of which USAG-RIA is a subordinate.

"Currently, every installation has its own entry point," said Scott Hary, chief, Directorate of Information Management, USAG-RIA. "The new system will increase security by decreasing entry points because the more entry points, the more chance of penetration."

At endstate, there will be about six APCs within CONUS, according to Sally Cecil, chief, NETCOM, Northwest Region.

"Right now there are two APCs, one in Oklahoma City and the other in Columbus, Ohio. The Rock Island Arsenal and its tenants, including JMC, are serviced by the Oklahoma City location," said Cecil.

"As a tenant on the RIA, we have to comply with all the guidelines set by the DOIM and the APC," said Cheryl Rayburn, JMC information management specialist.

The capabilities of the APCs include perimeter security, secure servers, secure desktops, automated patching or updates, and secure remote access.

"The process started in 2001 when the Army began consolidating servers," said Doug Bengtson, information management specialist, team leader, Enterprise Technology, Information Management Directorate.

"We are the first CONUS installation to do this, so there is a learning curve," said Cecil. "Trying to get it right has been a challenge, but being the first gives us the opportunity to influence the process." The process used is one designed by information technology engineers.

Bengtson said, "The RIA is the test case; therefore, we are the guinea pigs."

"Fort Riley, the second installation, will repeat the process used here, taking advantage of the lessons learned," said Cecil.

The migration to APCs is very precise. "In order for migration to happen, things must be done in a certain order," said Rayburn.

The migration process starts with system reimaging, or a reconfiguration of the existing hard drive on each individual computer, to assure a system free of viruses, vulnerabilities, and other operating problems. Next, the system is migrated, "flipped", from the current network to the Army enterprise. Then the email is migrated from the local or installation server to the APC server, according to Rayburn.

Bengtson said, referring to the temporary inconvenience employees have experienced while the migration is in process, "We are trying to make it as easy on the user as possible."

The entire process at RIA is expected to be finished in mid-2008. The schedule for the rest of the Army installations will be determined.

Character will trump color

King's "Dream" still envisioned by many

By Rikeshia Davidson
Joint Munitions Command
Public Affairs

ROCK ISLAND ARSENAL, Ill.--Twenty-two years ago marked the first time Dr. Martin Luther King Jr.'s birthday was celebrated as a federal legal holiday.

On Jan. 17, the day was commemorated with a joint effort from Army Sustainment Command, Joint Munitions Command and U.S. Army Garrison-Rock Island Arsenal Equal Employment Opportunity Office. Maj. Gen. Robert M. Radin, commanding general, ASC; Brig. Gen. James E. Rogers, commanding general, JMC; and John Curry, interim manager, USAG-RIA, were all on hand for the event.

Guest speaker Rev. Beverly A. Smith of the Mt. Zion Baptist Church, East Moline, Ill., gave a retrospective look at King's goals. Smith highlighted King's emphasis of service projects and their abilities to bridge barriers and service to humanity. Digging into the legacy of the Nobel Peace Prize winner, Smith touched on his acceptance of the award. King accepted the prize on behalf of all who made it possible, although it is King who is often celebrated as the leader during a time of turmoil.

Smith prepared her thoughts for the occasion with great emphasis placed on factual, historical assessments, referring to her notes when retelling specific events of significance. But at one point, she deviated from her notes and spoke directly from her knowledge of what the world looks like now as opposed to King's era.

Adding later an assessment of what must be done to

further the dream, the self-described "herstorian" challenged the crowd to, "do what you have been ordained to do: be a servant to humanity."

Smith reminded attendees of what King publicly strived to achieve: justice and equality. She urged the audience to "remember, we *must* remember." In a time when ordinary citizens saw injustice, yet strived for a more just society, there were many who walked beside King that may never receive recognition. Yet, Smith assured that in time "character will trump color."

In the year of unprecedented, simultaneous historical

firsts, an African-American female Secretary of State and people of all races and religious affiliations contending for the White House, Smith acknowledges that her invitation to speak "is a privilege and honor."

She cautioned after her address that while the multitude of diverse faces was a welcomed sight, still "it wasn't enough and should have been more balanced." A leader in her own right, Smith serves as an educator, inspirational speaker and cultural activist.

In understanding the importance of the holiday, Cynthia Dean, USAG-RIA, Black Employment Program Manager, began organizing this event only two months ago, in late November. Dean's original idea of accommodating 150 attendees was almost an afterthought as attendees packed the room.

Of Dean and her first attempt to organize such an event Carmen Ausborn, USAG-RIA, Special Emphasis Program Manager explained Deans' suggestions were the catalyst. Ausborn commended Dean adding, "(She) is doing a wonderful job."

King's memory lives on in his works and words, "Make a career of humanity...and you will make a greater person of yourself, a greater nation of your country, and a finer world to live in."



U.S. Army photo by Rikeshia Davidson

Maj. Gen. Robert M. Radin presents Rev. Beverly A. Smith with his commander's coin.

Ammo Continued from page 1

Young, Department of Army G-4, Logistics.

During its deployment, the team assessed the 316th Sustainment Command, which is responsible for the oversight of all ammunition in Iraq. According to team member Averill, the 316th manages four ammunition supply points where ammunition is stored until units need it.

The team divided into three sub-teams to efficiently and effectively complete its mission of assessing ammunition.

Each team visited large, major combat units and was aligned with a division, according to Averill. With their vests and helmets strapped on, their backpacks and laptops on their backs, and the sound of mortars and gun fire around them, each team flew in aircrafts or rode in convoys to all 26 forward operating bases in Iraq.

Assessing the condition of ammunition at every Brigade Combat Team was not the assessment team's only duty. During their visits to the FOBs and BCTs, they



U.S. Army photo submitted by Doug Maddox

Bill Wild writes findings of ammunition assessment at Ammunition Transfer Holding Platforms in Taiji.

completed malfunction investigations and retrieved serial numbers from milvans to see if they were still being leased. Team members also trained units on ammunition topics such as safety and accident prevention, and how to read lot numbers and Department of Defense Identification Codes. By the end of the deployment, 150 units received written copies of the assessment team's findings and lists of the ammunition assessed.

After site visits lasting from two days up to three-weeks, the teams would

return to Balad, input their data, and prepare for their next trip.

The benefits of their journeys were not only professional, but also personal. "Working with Soldiers was the most rewarding experience," said Maddox. "I appreciate what they do and what they go through."

The findings are being used by the Soldiers, their units and JMC. "The team's data will be used to determine what type of maintenance is needed and what type packaging, if any, is required to get the ammunition to a

serviceable condition. After the level of maintenance is determined, a decision will be made to see if it is best to do maintenance on the ammunition and redistribute it to the troops, ship to other sites in theater, sell it to our coalition allies, put it on a preposition stock ship in Kuwait, or ship the ammunition back to an Army ammunition depot," said Maddox.

For the ammunition being returned to the depots, "we determined what packaging is needed to ship the ammunition home," said Averill.

Maddox added, "We will send packaging material to Iraq and hope that Soldiers will pack up excess ammunition while they are there. Ammunition is being consolidated at ASPs and will be shipped back to the states and depots with the proper packaging. We're hoping that ammunition is safer and easier to move and that there aren't any more iron mountains."

MBB Continued from page 6

on it. It's fun when the (students) get it right. It's a good thing teaching the class. Teaching forces you to think new ways in teaching and learning."

Walt Songaila, executive director of JMC Lean Six Sigma, said that having Master Black Belt candidates teach classes is one more step toward reaching JMC's goal.

"Having our own certified Master Black Belts is the last cog to overcome to be a self-sustaining command," he said. "DA mandated that we have a certified Master Black Belt in any Lean Six Sigma training."

Songaila said Master Black Belt candidates must teach eight weeks of a Black Belt class and three to four Green Belt classes.

"There's usually one week of preparation time for each

week of training," he said. "(The Master Black Belt candidates) are very, very busy, but they're getting through the wickets. It's a lot they have to cram in."

Songaila said the command's goal for the Master Black Belts is to become certified by September.



U.S. Army photo by Darryl Howlett

Master Black Belt candidates look on and take notes during a Green Belt class.

JM&L LCMC's Safety Spot Check

Winter weather tips

Fall and winter are hard on improperly maintained automobiles. Cold temperatures can increase wear on tires, belts, and hoses, render weak batteries useless, and can cause inadequately protected engine cooling systems to freeze.

Motorists unfortunate enough to experience a winter breakdown can also find themselves facing life-threatening weather in addition to the dilemmas of unsafe or unfamiliar surroundings.



TIPS WHILE ON THE ROAD

Here are some suggestions to help you avoid problems associated with driving during cold weather:

- Keep your speed down when driving on wet roads. Excessive speed is the major cause of accidents during the winter. Remember, the posted speed limits are for dry weather, not wet, slippery roads.
- Leave extra distance between your vehicle and the vehicle in front of you. This will allow you the extra time necessary to respond to any situation. You will also need more room to stop in case of emergency.
- If you are driving on a four (or more) lane highway that's wet, leave yourself an "out". Do not drive at the same speed right next to someone who may slide into you on a slippery road.
- Whenever possible, use low gears when driving downhill and around curves on wet roads.
- For stopping on ice and snow, lightly apply your brakes. This also applies to vehicles with anti-lock braking systems.

- To begin driving on ice and snow, do it slowly for maximum traction and less wheel spinning. On very slick surfaces, start in second gear to prevent wheel spinning.
- If you are required to use chains, never drive over 25 mph. Your chains, vehicle body, and tires will remain in better shape if you drive at a lower speed.
- If you find yourself in a skid, do not brake heavily, do not jerk the steering wheel, and do not panic. Instead, turn your steering wheel *into* the

direction of the skid and *gently* brake.

- When parking in freezing weather, avoid using the parking brake. The brake linings could freeze to the brake drum and disk. If necessary, block tires with rocks or other heavy objects.

- Use your seatbelt every time you get in your vehicle and insist on it for all passengers.

Essential Supplies

Be prepared with a "survival kit" that should always remain in the car. Replenish after use. Essential supplies include:

- Working flashlight and extra batteries
- Reflective triangles and brightly-colored cloth
- Compass
- First aid kit
- Exterior windshield cleaner
- Ice scraper and snow brush
- Wooden stick matches in a waterproof container
- Scissors and string/cord
- Non-perishable, high-energy foods like unsalted canned nuts, dried fruits, and hard candy.